

INVESTIGATING THE LEVEL OF BURNOUT AND INFLUENCING FACTORS ON IT AMONG THE WORKERS: CASE STUDY THE PETROCHEMICAL INDUSTRIES NATIONAL COMPANY

Assistant professor Hassan DARVISH

Payame Noor University, Tehran, Iran

Email: dr_darvish@pnu.ac.ir

Ahmad ZARE

Payame Noor University, Tehran, Iran

Email: A_zare_2004@yahoo.com

Hamid Hosseinzadeh NEKOIE

Payame Noor University, Tehran, Iran

Email: hosseinzadeh77@yahoo.com

Abstract:

This study is done with the purpose of investigation the level of burnout and influencing factors on it. The method used is measuring or filed-finding, descriptive studies type and the statistic society is made of the entire official and non-official workers in the petrochemical industries national company in the year (2009) including 6901 people in the main office and 12 subsidiary companies who are working. The estimation of the sample volume is made using the cochran formula by the volume of 1742 people and the accidental class and the domesticated form of the Maslach Burn Out Inventory has been used for gathering the dependant variant data of the study. In this study the relevance or effect of 20 independent variables on the burnout and its constituents was investigated. In the two variable tests, the emotional commitment had a reverse relation with burnout. So that with the increase of the interest and bind of the workers to the organization, the level of burnout decreased. In analyzing the step by step regression of the burnout according to the expected variables, 41 percent of the explained burnout ($R^2 = 41\%$), and ranking the amount of the standard coefficient, the main elements like the nature of the job, emotional commitment, work environment, job security, coworkers, education, job type, salary and the premium and job independence in the remaining regression equation and on the burnout variable have been influencing.

Keywords: burnout, emotional commitment, job satisfaction, job motivation, job content.

Introduction

Although the practitioners of psychiatry and clinical psychology have been successful in their classifying of the mental distress and behavioral disorders into about 400 disorder and disorder, specifying the signs of each, but now and then further studies of the experts reveal another problem

phenomenon that causes a wide research relating to that distress, disorder of problem. It is not long since the start of the attention of the experts interested in the applied research of psychology and social sciences in work as to the burnout, but at this very short time notable research has been done on the causes, factors, signs and effects

of burnout in the responsible and responding organizations in industrial countries of the world, especially in case of some job officers.

Now we know that in most active organizations of the world, each year some of the different job officers face many serious cognitive, emotive and dynamic problems as a result of burnout and even in some cases they lose their life. Now after being acquainted with job burnout, we know the reason for failing to know the reason of some the behavioral states of at least some percent of the organization workers. When one of the company workers is affected with burnout, he loses interest in job, his efficiency decreases notably, his relationship with coworkers is damaged, he gets tired of working quickly, feels the work and the present job undermine him, feels loss of energy at the end of the working day, feel tired and depressed after waking up in the morning, is very much pressured by working and direct contact with people, suffers repeated cold and long illness, and in the end he is entangled in a situation that he is forced to leave his job or company with much pain and annoyance. Such a person faces serious problems in the family and with friends and acquaintances and he might be affected with various mental illnesses and if he does not get help from psychological remedies, psychiatric help, medication and social support, he might even face premature death (Capner & Caltabiano). If we accept the claim that it is the duty of the high level and middle and basic managers to do all their effort and cognitive, emotional and dynamic or behavioral skills to boost the efficiency level of the workers and getting it to the premium of desirable level, we shall answer this question: how can managers of the companies achieve this important goal especially in humane dimension. The increase of job efficiency is possible on condition that the people working under these managers are interested in their

work and the efficiency and outcome of their job gets to a premium level and they can make acceptable contacts with their coworkers and attend their work with enthusiasm and ardor.

For this reason and many other reasons, in successful, advancing and pioneer organizations, managers are taught how to become familiar with their employees' problems and take radical steps toward eliminating or decreasing these harms.

Previous research

Pareek (1982) in an answer to the question that "what factors cause people get entangled in job burnout?" replies: "these factors are numerous and include 1-the level of mental pressure on the person 2-the kind of pressure 3-the characteristics of the personality of the person 4-his role or job nature 5-his lifestyle outside his work environment, 6- his lifestyle, 7-methods he employs to cope with the mental pressure, etc. So now that we know the organization a person works at is just one of the factors effecting job burnout of the staffs (Daquette, A. & et al 1944) and in this study also, the goal is to investigate the influencing factors in the organization on the burnout. On the other hand, to justify the necessity of the investigation in the field of affection organizational factors on the burnout, it should be clarified that:

The main goal in every organization or at least one of the main goals in each organization is to achieve the highest level of efficiency (on condition of securing the physical and psychic health of the workers). This concept clarifies what we mean by premium efficiency. Achieving the above goal is possible in a condition that besides enjoying the psychic and physical health of the workers in the organization, the job efficiency of them is also in the highest level and according to the levels found by successful organizations.

The job efficiency of different workers of an organization can be regarded at a premium level only in case of securing the least standards of acceptable psychic and physical health and doing the work using the least "time and energy" and all the activities are efficient or for achieving predetermined goals. (Kim, Hung Jung 2009)

Influencing factors in the organization on every organization's job efficiency are various. Although job burnout is just one of the influencing factors on decreasing the organization efficiency, it is necessary for it to be investigated for different reasons (humane, ethical, etc.) and as an important factor influencing the efficiency of the employees in every organization. In other words, one could be familiar with one of the influencing factors on decreasing organizational efficiency and start systematic efforts for eliminating or decreasing the inhibitive factor. Next the humanistic value and munificence should be noted and thus the direction of efforts should be availed towards the increase of the organization workers' psychic health and ultimately increase of the level of psychic health of the society.

Research methods

General purposes

Getting awareness and insight as to the level of job burnout among the workers of the petrochemical industries national company and getting acquainted with the factors inside the organization that influence the burnout of the workers in this company.

Partial purposes

3.2.1. Comparing the level of burnout among the operating staffs of managerial works, experts and workers.

3.2.2. Discovering the probable relation among the content of workers and the level of burnout in them.

3.2.3. Discovering the probable relation among the variables of age, job experience, the marital status, the level

of income, etc. with the level of the workers burnout.

3.2.4. Discovering the probable relation among motivation and the workers' burnout.

Applied purposes

3.3.1. Using the results from the present research in plans related to the growth, progress and durability of the workers of the workers of the petrochemical industries national company.

3.3.2. Using the results of this research to know the factors influencing the appearance of job burnout in this company.

3.3.3. Using the results of this research to plan and present didactic courses that are useful in psychic health in the work environment and planning and presenting useful didactic courses to be used inside organizations for different managers in the company.

3.3.4. Using the results of this research to plan and implement other research plans in order to increase the job efficiency of the company workers.

The main hypothesis of the research

It seems likely that about 15 to 20 percent of the workers in the petrochemical industries national company are affected with job burnout and besides the personality characteristics, factors inside the organization have an important role in creating this disorder among them.

Dependent variable

Burnout: sort of reaction from the staff to the pressures related with jobs that will lead to responses like apathy, emotional exhaustion, withdrawal, and lack of interest in one's job (Farber 1983).

Independent variables

Organizational commitment: Organizational commitment is simply defined as belief in organization values

and purposes, loyalty and emotional dependence to it and the ethical necessity and heartfelt inclination to stay in the organization (Meyer & Allen 1990).

Job satisfaction: Sort of background, inclination, interest, talent or readiness to answer desirably or undesirably toward job environment or generally sort of attitude toward it (Davis & Storm 1939).

Job motivation: a multi-dimensional process that guides the workers' behavior toward goals (singer 2001).

Statistic society and sampling method

The statistic society of this research includes all formal and informal workers of the petrochemical industries national company in 1388 that amount to 6901 people in the main office and 12 subsidiary companies. Among these people 1742 persons have been chosen by the systematic accidental method and 1194 questionnaires have been used for the workers of the petrochemical industries national company and after being filled they have been used to analyze data.

Research tools

The tools to collect data for this research include electronic questionnaires to investigate the influencing factors on burnout that is

prepared according to related views and covers 81 questions.

The questionnaires used are graded by Likert scale. The admittance and validity of each questionnaire is accounted using 1194subjects of research by the method of factor analysis and Cronbach Alpha. The coefficient of the Cronbach Alpha for the emotional commitment scale equals 0.90, for job content scale equals 0.94, for job motivation scale equals 0.94, and for burnout equals 0.90in the calculations earned, that is considered an acceptable coefficient and thus we say that the questionnaire buoys enjoy desirable internal compatibility.

Results and findings of the research

Description of the emotional commitment variable

In table 1, the statistical indicators of emotional commitment of the interviewees are graded separately. According to the chart, we can say that all of the score distributions are symmetrical and normal and minute differences between mean and median re because of sampling error. This claim is defensible with the emphasis put on the deviation coefficient earned (below 1.5). In sum, the mean of emotional commitment with the score 4.65 has been above theoretical mean or average (3.5).

Table 1
The statistical indicators of organizational commitment and the components in the survey sample

Distribution status	variance	central inclination	variable
Coefficient coefficient error deviation	variance	domain mean	median diagram
0.14	0.07	0.03	1.08
1.18	5	4.65	5
5	5	5	commitment

In table 2 the statistical indicators of job satisfaction (total) and the components including satisfaction from salary and premium. Facilities and welfare services, department and regulations, job environment condition, coworkers, job security and the function of the respondents are separately written down. Considering the chart, one can say that all score distributions are symmetrical and normal and the minute differences are due to sampling error. This claim is defensible with the emphasis put on the deviation coefficient earned (below 1.5). As you can see the subjects under survey had

the most level of content with their coworkers by the average of 4.66 and the least level of content from the function evaluation component by the average of 3.29. Also the mean job and premium content is 3.51, content with facilities 3.57, content with health and environment 3.75, content with job security 4.15, content with department and regulations 3.47 and the total average of content was 3.67 that is above theoretical content (3.50) and the level of content with function evaluation and with department and regulations was lower than theoretical average.

Table 2

The statistical indicators of job content and its components in the sample under survey

Distribution status		variance		central inclination		variables			
Coefficient	coefficient	error	deviation	variance	domain	mean	median	diagram	
-0.00	-0.02	0.02	0.74	0.55	4.73	3.67	3.66	3.67	Job content
-0.51	-0.18	0.03	1.14	1.31	5	3.51	3.66	4	Salary & premium
-0.3	-0.15	0.02	0.92	0.84	4.88	3.57	3.62	3.63	Facilities & services
-0.1	-0.43	0.02	0.93	0.87	5	3.47	3.66	3.83	Department & regulations
-0.37	-0.21	0.03	1.06	1.13	5	3.75	3.75	5	Health & job environment
1.19	-0.96	0.02	0.81	0.66	5	4.66	4.66	5	Coworkers
0.56	-0.54	0.02	0.95	0.9	5	4.15	4.33	4.33	Job security
-0.04	-0.05	0.03	1.08	1.17	5	3.29	3.33	3.67	Function evaluation

Description of job motivation and its dimensions

In table 3 the statistical indicators of job motivation and each of its components including leadership, job nature, job independence, teaching and learning and knowing about the strategy and the partnership of the staffs and

promotion and advance are separately mentioned. Considering the chart, one can say that all score distributions are symmetrical and normal and the minute differences among the mean and the median are due to sampling error. . This claim is defensible with the emphasis put on the deviation coefficient earned

(below 1.5). As can be seen the average of total job motivation variable has been 3.64, the leadership variable 3.74, job nature 4.07, job independence component 3.65, teaching and learning 3.71, knowing about the strategy and workers' partnership 3.57 and the advancement and promotion component has been 3.25. In sum, the highest mean has been for workers' job

nature 4.07 and the lowest mean was related to the advancement and promotion component with the average of 3.25. Also except for the advancement and promotion component, the average of other components related to workers' motivation has been higher than the theoretical mean 3.5.

Table 3

The statistical indicators of job motivation and its components in the sample under survey

Distribution status			variance		central inclination			variables	
Coefficient	coefficient	error	deviation	variance	domain	mean	median	diagram	
-0.11	-0.12	0.02	0.81	0.66	5	3.64	3.65	3.54	Motivation
0.24	-0.3	0.02	1.01	1.02	5	3.74	3.66	4	Leadership
0.36	-0.46	0.02	0.83	0.7	4.6	4.07	4	4.2	Job nature
0.25	-0.51	0.02	0.88	0.78	5	3.65	3.75	4	Job independence
-0.11	-0.33	0.02	1.01	1.02	5	3.71	3.8	3.8	Teaching & learning
-0.34	-0.23	0.03	1.04	1.09	5	3.57	3.66	4	Knowing about the strategy
-0.10	-0.43	0.03	1.25	1.57	5	3.25	3.25	3.25	Promotion & advancement

Description of dependent variables of burnout and its dimensions

In table 4 the statistical indicators of burnout and each of the components including: feeling fatigue and physical pains, physical and psychic disorders, feeling inefficacy and indifference are separately mentioned. Considering the chart one can say that the distribution of the scores in burnout variable is almost normal, but in physical disorder components and feeling inefficacy and indifference component for most people the density is on the left side of the

distribution. In other words, these two scores are crooked to the right. As can be seen, the average of total burnout variable has been 2.14, the fatigue and physical pain 2.66, physical and psychic disorders 1.65 and the component of feeling inefficacy and indifference has been 1.98. In other words, it has been lower than the theoretical average. In sum, the highest average is related to feeling fatigue and physical pains and the lowest average is related to physical and psychic disorders.

Table 4

The statistical indicators of burnout and its components in the sample under survey

Distribution status		variance		central inclination		variables			
Coefficient	coefficient	error	deviation	variance	domain	mean	median	diagram	
0.14	1	0.02	0.87	0.75	4.54	2.14	2	1.15	(total) burnout
-0.3	0.6	0.03	1.23	1.52	5	2.66	2.5	1	feeling fatigue & physical pains
3.29	1.73	0.02	0.84	0.71	5	1.65	1.25	1	physical disorders
1.49	1.27	0.02	0.9	0.81	4.75	1.98	1.75	1.25	feeling inefficacy & indifference

Since raw scores have no exact statistical meaning and the relative condition of each score in a distribution that is not normalized is quite dependant on the distribution form, it can be concluded that the closer the score distribution is to the norm (or normal), the more exact the interpretation of scores on the distribution will be.

In general, to find the norm of burnout scale, the information related to the distribution of the raw score frequency is used. The method of preparing norm is according to simple cumulative frequencies calculation. Then, the frequencies are changed into cumulative frequencies in the distance of each class and the number of distribution scores below the average distance of a special raw score is specified, then cumulative frequencies of the average distance of different classes are earned into ratio and then by the help of chart z the standard score

equal to each ration (p) is calculated. In the end z scores can be expressed by changing the linear into any desired scale. In this study, after calculating z from the rations equal to cumulative frequency, by changing the linear $T+10z+50$, the scores are expressed according to the T scale. Raw scores are presented according to T indicator after changing into percentile norm. In chart 5, the balance scores equal to each raw score is written before it. In this scale, the standard scores are so that in this questionnaire the score up to 27 means having the quality in a desirable level, domain of 28 to 39 means characteristic of common people and more than 40 means that these people need therapy and consultation. As can be seen, the status of burnout of 56.8 percent of the respondents is in a desirable level, 27.3 percent are normal and 15.9 percent of the workers need consultation and therapy.

Table 5

Normal status of burnout scores according to T scale

Percent	frequency	status	frequency	score	score	frequency	score
56.8	678	desirable	2.8	37	-1.31	33	13
			6.3	38	-1.22	42	14
			11.1	39	-1.13	58	15

Analyzing data to predict burnout

To predict burnout, synchronized and step by step regression analysis was used. In the present study, 20 variables including emotional commitment, satisfaction from salary and premium, facilities and welfare services, department and regulations, health and work environment, coworkers, job security, function evaluation, motivation from leadership, job nature, job independence, learning and teaching, knowing about strategy and partnership, promotion and advancement and also the variables of age, experience, education, job type, work time and the sameness of family residence are considered as predicting factors and the workers' burnout is considered as the variable factor and the multi-regression is accounted by the step by step and synchronized method. First the correlation matrix of variables and the results of synchronized and step by step regression will be presented.

As can be seen in table 6, the highest negative correlation coefficient in relation with the dependent variables earned between the components of job nature and burnout ($r=-0.52$). Besides,

the negative correlation coefficient between total job satisfaction, total job motivation and emotional commitment is earned -0.48, -0.48 and -0.47 respectively. The correlation of sub-scales of job satisfaction with job motivation and its components and also the correlation of sub-scales of (total) job motivation with satisfaction and its components is relatively high so that none of them have the correlation level under 0.01 and have been meaningful in a high level.

In analyzing the regression, the step by step method is used. In this method, the entrance of variables is out the researcher's option. In fact, the first predictive variable enters the analysis according to separate or half-separate correlation coefficient.

The findings from multi-regression as the following: through the factors that were investigated in this study, the variables of job nature, emotional commitment, job environment, job security, coworkers, education, job type, salary and premium and job independence has entered into the regression model.

In table 6 the results of step by step regression analysis of workers' burnout has been reported.

Table 6

The step by step analysis of burnout of workers according to the entered variables

Meaningful level	df2	df1	ΔF	ΔR^2	estimation standard error	regulated R2	R2	R	variables entered in every step	steps to analyze regression
0.001	1070	1	426.664	0.285	9.612	0.284	0.285	0.534	job nature	step1
0.001	1069	1	104.731	0.064	9.177	0.348	0.349	0.591	Job nature Emotional commitment	step2
0.001	1068	1	38.45	0.23	9.02	0.370	0.371	0.610	Job nature Emotional commitment Work environment	step3
0.001	1067	1	15.325	0.009	8.96	0.378	0.380	0.617	Job nature Emotional commitment Work environment Coworkers	step4
0.003	1066	1	9.167	0.005	8.92	0.383	0.386	0.621	Job nature Emotional commitment Work environment Coworkers Job security	step5
0.009	1065	1	6.887	0.004	8.902	0.386	0.390	0.624	Job nature Emotional commitment Work environment Job security Coworkers Education	step6

0.009	1064	1	3.781	0.004	8.878	0.39	0.393	0.627	Job nature Emotional commitment Work environment Job security Coworkers Education Work type	step7
0.02	1063	1	5.416	0.003	8.859	0.392	0.397	0.63	Job nature Emotional commitment Work environment Job security Coworkers Education Work type Salary and premium	step8
0.02	1062	1	5.429	0.003	8.841	0.395	0.41	0.632	Job nature Emotional commitment Work environment Job security Coworkers Education Work type Salary and premium Work independence	step9

As the results of the step by step regression and analysis shows, in the first step that the job nature variable enters the analysis, by itself predicts 0.28 percent of the changes in the burnout criterion variable in the next step when the emotional commitment enters the regression, this level increases up to 0.35 percent. In the next steps when the variables of job security, coworkers, education, job type, salary and premium and job independence enter the analysis, the level of R² increases up to about 0.41.

The level of variance growth, ΔR^2 , from the first step to the second is

0.064, from the second step to the third is 0.23, from the third step to the fourth is 0.009, from the fourth step to the fifth is 0.005, from the fifth step to the sixth is 0.003, from the sixth step to the seventh is 0.004, from the seventh step to the eighth is 0.003, from the eighth step to the ninth is 0.003. A meaningful test is observed for the growth of variance or ΔF implying the meaningfulness of variance growth in the ninth step. In table 7, the coefficients gained from the burnout regression analysis is presented.

Table 7

The coefficients gained from the step by step burnout regression analysis

Fixed number a	Meaningful Level t	t	β	Standard error b	Coefficient b	Variable names	steps to analyze regression
51.932	0.001	- 20.656	- 0.534	0.074	-1.523	Job nature	Step1
59.638	0.001	- 13.686	- 0.389	0.081	-1.11	Job nature	Step2
	0.001	- 10.234	- 0.291	0.1	-1.02	Emotional commitment	
61.801	0.001	- 10.914	- 0.325	0.085	-0.928	Job nature	Step3
	0.001	-8.819	- 0.253	0.1	-0.885	Emotional commitment	
	0.001	-6.201	- 0.175	0.075	0.463	Work environment	
64.636	0.001	- 10.418	- 0.311	0.085	-0.887	Job nature	Step4
	0.001	-8.051	- 0.233	0.101	-0.816	Emotional commitment	
	0.001	-5.663	-0.16	0.075	-0.424	Work environment	
	0.001	-3.915	- 0.102	0.103	-0.403	Job security	
67.563	0.001	-9.568	- 0.291	0.087	-0.83	Job nature	Step5
	0.001	-7.903	- 0.228	0.101	-0.799	Emotional commitment	
	0.001	-4.81	-0.14	0.077	-0.369	Work environment	
	0.001	-3.522	- 0.092	0.103	-0.364	Job security	
	0.003	-3.028	- 0.084	0.126	-0.382	Coworkers	

66.239	0.001	-9.737	- 0.296	0.087	-0.844	Job nature	Step6
	0.001	-7.689	- 0.222	0.101	-0.778	Emotional commitment	
	0.001	-4.99	- 0.145	0.077	-0.383	Work environment	
	0.001	-3.459	-0.09	0.103	-0.357	Job security	
	0.006	-2.749	- 0.076	0.127	-0.348	Coworkers	
	0.009	2.624	- 0.063	0.562	1.475	Education	
63.233	0.001	-9.819	- 0.298	0.087	-0.849	Job nature	Step7
	0.001	-7.416	- 0.214	0.101	-0.752	Emotional commitment	
	0.001	-4.445	- 0.131	0.078	-0.364	Work environment	
	0.001	-3.621	- 0.095	0.103	-0.373	Job security	
	0.003	-2.97	- 0.083	0.127	-0.376	Coworkers	
	0.003	2.95	0.073	0.567	1.689	Education	
	0.009	2.604	0.065	0.603	1.57	Work type	
63.127	0.001	-9.529	-0.29	0.087	-0.828	Job nature	Step8
	0.001	-6.409	- 0.199	0.104	-0.697	Emotional commitment	
	0.001	-3.593	-0.11	0.081	-0.291	Work environment	
	0.001	-3.331	- 0.087	0.104	-0.345	Job security	
	0.003	-2.889	-0.08	0.127	-0.366	Coworkers	
	0.002	3.031	0.074	0.566	1.715	Education	
	0.009	2.625	0.065	0.602	1.579	Work type	
	0.02	-2.327	- 0.068	0.096	-0.224	Salary & premium	
62.386	0.001	-9.8	- 0.302	0.088	-0.861	Job nature	Step9
	0.001	-6.8	- 0.201	0.104	-0.706	Emotional commitment	
	0.001	-4.012	- 0.126	0.083	-0.332	Work environment	
	0.001	-3.513	- 0.092	0.104	-0.364	Job security	
	0.001	-3.198	-0.09	0.128	-0.408	Coworkers	
	0.005	2.822	0.069	0.567	1.6	Education	
	0.009	2.632	0.065	0.6	1.58	Work type	
	0.009	-2.604	- 0.077	0.097	-0.252	Salary & premium	
	0.02	2.33	0.067	0.094	0.219	Work independence	

Considering the meaningfulness of the coefficients of the job nature, emotional commitment, work environment, job security, coworkers, education, work type, salary & premium, work independence, we can express the regression formula for the criterion of burnout variable as the following:

$$Y = b_1x_1 - b_2x_2 - b_3x_3 - b_4x_4 - b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8 + b_9x_9$$

Workers' burnout = 62.38 - 0.86 (job nature) - 0.71 (emotional commitment) - 0.33 (work environment) - 0.36 (job security) - 0.41 (coworkers) + 1.6 (education) + 1.58 (work type) - 0.25 (salary & premium) + 0.21 (work independence)

Conclusions

In this research the relation with 20 independent variables in burnout and its components was surveyed. The scale of emotional correlation has been -0.47 with (total) burnout of -0.44, with the component of fatigue and physical pain -0.29, with physical and psychic correlation of -0.45, with the component of feeling inefficiency and indifference; that shows with the increase of interest of the workers to the organization, the level of burnout decreases. This relation has been meaningful at 0.01 level.

The scale of (total) job content and its components including: salary and premium, facilities and welfare services, department and regulations, health and work environment, coworkers, job security and function evaluation have negative correlation with the (total) burnout. This correlation is meaningful at 0.01 level. This relation shows that with the increase of (total) job content and its components, the burnout decrease. The correlation of (total) job content and its components including: leadership, job nature, job independence, teaching and learning, knowing about the strategy and partnership, promotion and advancement with (total burnout) is negative like job content and this correlation is meaningful at 0.01 level.

The highest correlation level among (total) job nature has been -0.52.

The correlation among job content and job motivation with the components of burnout is also negative and with their increase, the level of burnout in different dimensions will decrease. Of course, although the correlations in 0.01 are meaningful, their level of correlation is not equal.

Other variables like age, education, experience, personal level and organizational level of workers has been evaluated from the viewpoint of correlation with burnout and its components, but of course the correlation among them has been weak, and in all cases the correlation has been 0.1 and less.

Since in social sciences the relation of each one of the variables cannot be indicative of the level of the variables' influence on each other, other tests were performed to clarify the level of the influence of each of the variables. The analysis of synchronized regression of (total) burnout of workers according to predictive variables showed that factors like job type (day shift, turn shift), salary and premium and work independence influence (total) burnout.

These factors in general constitute 41% of the burnout changes. The highest influence is related to job nature $\beta = -0.03$ and after that emotional commitment $\beta = -0.130$. Other factors had standard coefficients lower than 0.10. So the coordination of job and worker is the most important factor in decreasing burnout. To prevent and cure those affected with it, one of the main solutions is to coordinate job nature and the mentality of people and people have the opportunity to flourish their talents. Moreover, the organization should pursue mechanisms to increase the level of people interest in the organization. The condition of the working environment should also be healthy and secure and should be controlled for proper light, sound, temperature and chemicals.

Considering the synchronized regression results for (total) burnout and its components, one can say that according to the prediction and research hypotheses, the factors inside the organization are among the important and influential factors on burnout.

With regard to the statistical results, all of the hypotheses of this research are confirmed. And using the regression analysis, the influential factors on (total) burnout and its components were determined according to their priority. Regarding the fact that performed researches in Iran and other countries of the world have often been in specific courses like medicine and done with limited samples and variables, it is not possible to compare them with this study and in possible cases like age, gender, experience and the like, they are not important for this research.

The results of this study in general show that the physical and psychic health of workers is influenced by different factors that among them organizational factors are more important. Moreover the amount of the explained variance by the related factors in this research shows that burnout can be influenced by other factors like social, economical and political in a major level in the society and personal factors like characteristic specifications that because of limitation of research in human sciences, it is not possible to consider them all. This survey showed that organizational issues should be analyzed with a systematic attitude and to avoid workers' burnout, and increase their efficiency and productivity, a wide range of health factors (salary and premium, facilities and welfare services, department and regulations, the condition of health in job environment, coworkers, job security and function evaluation) and motivational factors like (leadership, job nature, work independence, teaching and learning, knowing about organization strategy,

worker partnership, promotion and advancement) should be noted. The influence of these factors can somehow agree with the Herzberg's two factor theory.

Research suggestions

Since job nature is one of the powerful factors influencing the burnout and its components in the synchronized regression, it is necessary to pay attention to the proportion of work and worker from the beginning of the employment process. For this end they should be employed for jobs that are congruent with their mentality, knowledge and experience and attention should be paid to the principle of justice and deserving of the people in performing regulations. This suggestion made by workers is to a great extent like job nature. The workers should feel that organizational posts are assigned considering knowledge, experience, skill and observing justice in the evaluation of function and official regulations.

Observing health and safety principles and ergonomics in the working environment is another important factor having a strong relation with burnout. Job security is another important factor that has had much effect on the burnout and its components. Considering the privatization of the petrochemical companies, the future status of the workers should be determined and they must be reassured that regardless of any change in this regard, their benefits will be considered important.

The work environment should be managed so that there would be a friendly relation among the workers and managers. Bilateral respect and observing human munificence also suggested by workers can be effective and useful in decreasing burnout. Workers should feel supported by managers and should rest assured that when in need, the managers will help them.

As the research shows that with the increase of education the likelihood of burnout increases, special attention should be paid to the wishes and needs of workers with higher educations in plans so that the organizational justice is preserved. For example, promotion is one of the important issues for most workers and especially those with higher educations. As a result proper opportunities for their growth and promotion should be available.

REFERENCES

- Allen, N. J. and Meyer, J.P. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational psychology*, 63,1-18.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative burnout: A comparison of professional and volunteer counselors. *Psychological Reports*, 73, 555-561.
- Capner & Caltabiano. (1993). Factors affecting progression toward burnout. *Psychological Report*, Vol. 4, No.1.
- Capner, M., & Caltabiano, M. L. (1993). Factors affecting the progression towards commitment to the organization. *Journal of Vocational Behavior*, 49, 252–276.
- Daquette, A. & et all. "Factors related to nursing burnout: a review of empirical Knowledge ".*Issues Mental Health Nursing*. Vol. 15 (4), Jul-Aug 1994, pp:337-358.
- Davis, W. L., & Verma, S. (1993). Performance appraisal: How extension agents view the Farber BA. In: *Crisis in Education. Stress and Burnout in the American Teacher*.
- Farber BA, editor., San Francisco: Jossey-Bass Publishers; 1991. Symptoms and Types: Worn-Out, Frenetic, and Underchallenged Teachers; pp. 72–97.
- Farber, B. A. (1985). Clinical psychologists perceptions of psychotherapeutic work. *Clinical Psychologist*, 38, 10-13.
- Farber, Barry A. (1983). "Stress and Burnout in the human service professions ". New York: pergamon Press.
- <http://www.joe.org/joe/1993winter/a3.html>
- Kim, Hung Jung. (2009). Burnout and Engagement: A Comparative Analysis Using the Big\five Perrsonality. *Journal of Hospital Management*, Vol.28.
- Maslach, C., & Jackson, S. E. (1984b). Patterns of burnout among a national sample of public contact workers. *Journal of Healthand Human Resources Administration*, 7, 189-212
- Maslach, C., & Jackson, S. E. (1985). The role of sex.
- Maslach, C., & Jackson, S. E. (1986). *Maslach Burnout Inventory*(2nd ed.). Palo Alto, CA: Consulting Psychologists Press.
- Maslach, C., & Jackson, S. E. (1996). *Maslach Burnout Inventory-Human Services Survey*. Mountain View, CA: CGG, Inc.

- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61–89.
- Pareek, U.(1982). Executive glow up and burnout. Summary of Larsen & Tourbro lecture, India Institute of Management. Ahmedabad.
- Pareek,u.(1983).organizational role stress scale.ors scale booklet,answer sheet & manual.ahmedabad:navin publications .
- Singer j. mark (2001). Human resources management, translated by Farideh Aal Agha. Tehran, the publication of the center of teaching government management system. *Journal of Extension*, 31 (4).